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Central Intelligence Agency Washington, D.C. 20505

1 March 1983

**Executive Director** 

Executive Registry

NOTE FOR THE D/OP

- Assume you saw attached article on the report the Merit Systems Protection Board prepared on OPM's performance. The report may have ideas relevant to our interests in revamping Agency compensation programs.
- Related question: are we organized to initiate new programs, work a total compensation package thru the Executive, Congress, etc?
- OEXA, OP, OGC all have a piece of this. How do we ensure day-to-day tracking of employee compensation issues, orchestration of the relevant Agency resources, etc?

cc: D/OEXA GC



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INSIDE: OPM

The Merit Systems Protection Board has consist given the Office of Personnel Management its very own performance appraisal, concluding that the agency weathered the turbulence of 1981 without engaging in prohibited personnel practices.

That is not to say that OPM ended the first year of the Reagan administration with straight As for its stewardship of the federal work force

Under the direction of Donald J. Devine. the MSPB report concludes, the agency "established an ambitious agenda for change both in OPM as an organization and in the policies and programs for which it is responsible." The agency also "made substantial progress toward fulfilling that agenda during 1981," the report notes

But the rush to revamp Civil Service operations and procedures left many federal workers wondering whose side the OPM is on, the MSPB said. The attempt at a quick overhaul, whether viewed as overdue reforms or attacks on bureaucrats, was accompanied by "definite signs that recent changes have increased the stress on the federal personnel system."

Examining some of those stresses, the report concluded:

• Some agencies are having serious problems recruiting and keeping senior executives, particularly in the scientific and technical occupations. However, the report said, there is little evidence of a widespread "brain drain" across the Senior Executive Service.

quality of the government's senior executive corps could diminish over time because it is becoming less and less attractive to persons outside the government and to middle managers within the Civil Service.

• The OPM should take a strong leadership position in advocating changes in the compensation system so that senior executive pay could be set more in accord with the demands of the marketplace.

• The OPM should be a more forceful public advocate on behalf of the Civil Service with respect to those employment issues it can support in a positive way.

The MSPB argued, however, that the decline in federal employe morale could not be attributed solely to recent OPM initiatives. Earlier administrations and "incidents of broader national political policy" were contributing factors to employe unrest, it said.

Whatever the causes, a personnel director, one of several federal managers whose views



Study gives Donald Devine high leadership marks were included in the report, was pretty certain of the consequences:

It is really a question of quality, a question of whether we will be a first class employer or an employer of last resort

WHERE ARE THEY NOW? The OPM union, the American Federation of Government Employes, Local 32, says most of those who lost their jobs at the OPM because of reductions in force have been hired back by the agency, proving, the local says, that the firings and downgradings were unnecessary.

And remember those five high-level employes, GS11s through 13s, who ended up working in the OPM mail room after the RIFs? The OPM says all but one have either been promoted or transferred to more suitable jobs in other agencies. The exception is a worker who still is assigned there but has taken extended leave without pay and is completing a doctorate.

Meanwhile, the sister of OPM's new public affairs director, Mark Tapscott, once editor of Conservative Digest, has joined the agency. Transferring over from the Health and Human Services Department, 26-year-old Cindy Tapscott, 26, will be a GS14 (starting salary \$41,277) working for George Nesterczuk, who has returned as OPM's associate director for administration after managing the unsuccessful U.S. Senate campaign of former Prince George's County executive Lawrence J. Hogan.

\_Karlyn Barker